

Solid Waste Services

MISSION STATEMENT

The mission of the Solid Waste Services Division is to manage the County's solid waste in an environmentally and economically sound manner. The goal is to recycle 50 percent of the municipal solid waste stream through an integrated solid waste management system which includes waste reduction, reuse, and recycling. Waste delivered to the County that is not reused or recycled is processed in a Resource Recovery Facility (RRF) which produces electricity, while nonprocessable waste, bypass waste, and ash are landfilled. The Division also provides contractual refuse collection services to single-family households in Subdistrict A of the Solid Waste Management District and contractual recycling collection throughout the County to single-family households outside of municipalities.

BUDGET OVERVIEW

The total recommended FY06 Operating Budget for the Division of Solid Waste Services is \$105,679,660, a decrease of \$1,572,870 or 1.5 percent from the FY05 Approved Budget of \$107,252,530. Personnel Costs comprise 10.4 percent of the budget for 76 full-time positions for 151.7 workyears. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 89.6 percent of the FY06 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding. Please see Section 6 for information related to the CIP.

HIGHLIGHTS

- ❖ *Increase recycling outreach, education and information distribution by 8.4 percent to enhance awareness of County services and improve recycling.*
- ❖ *Add two positions to enhance enforcement of the new requirements of Executive Regulation 18-04, which bans the disposal of recyclable materials at the County's waste acceptance facilities.*

PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Thomas Webster of the Office of Management and Budget at 240.777.2788 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Automation

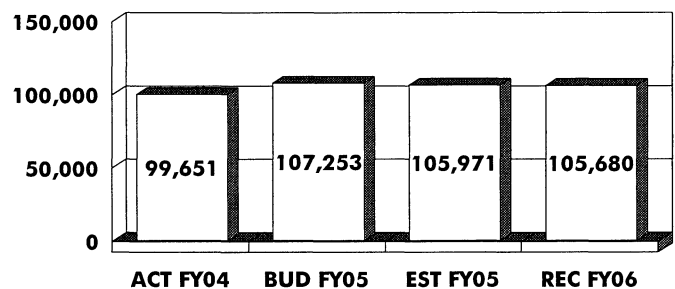
This program provides for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support effective and efficient achievement of the Division's

Program Summary

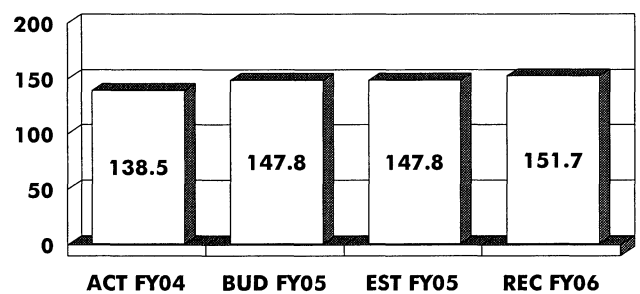
	Expenditures	WYs
Automation	296,670	2.0
Revenue Analysis & System Evaluation	565,020	5.5
Commercial Recycling and Waste Reduction	1,241,420	8.9
Dickerson Compost Facility	3,101,010	1.3
Dickerson Master Plan	224,820	2.0
Gude Landfill	342,980	0.6
Mixed Paper Recycling	1,703,910	0.5
Oaks Landfill	1,960,330	1.3
Out-of-County Refuse Disposal	12,069,110	0.6
Recycling & Waste Reduction - Multi-Family Dwellings	591,890	3.8
Recycling - Residential	15,758,140	18.2
Recycling Center	2,855,290	4.2
Waste System Program Development	130,760	1.3
Recycling Outreach & Education	302,870	0.8
Support for Recycling Volunteers	150,980	1.1
Regulation of Refuse & Recycling Collection	72,250	0.8
Residential Household Hazardous Waste	943,770	0.5
Resource Recovery Facility	44,202,530	3.3
Satellite Drop-Off Sites	446,350	3.0
Site 2 Landfill	125,860	0.4
Solid Waste Enforcement	880,940	9.9
Solid Waste Transfer Station	2,239,630	8.4
Waste Detoxification	31,730	0.1
Waste Reduction	257,130	0.8
Debt Service - Disposal Fund	4,067,460	0.0
Administration	1,256,250	9.6
Refuse Collection - Residential	5,136,730	10.0
Vacuum Leaf Collection	4,723,830	52.8

Totals 105,679,660 151.7

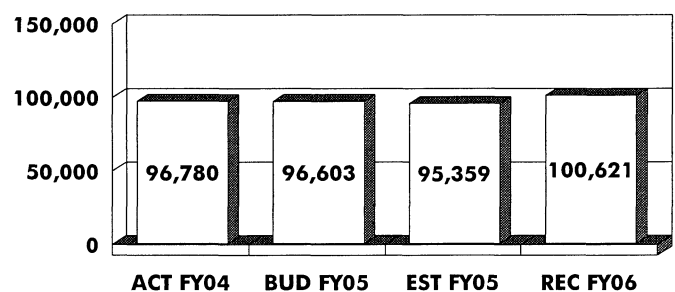
Trends



EXPENDITURES [\$000s]



WORKYEARS



RELATED REVENUES [\$000s]

mission.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	287,440	2.1
FY06 CE Recommended	296,670	2.0

Revenue Analysis & System Evaluation

This program supports solid waste policy issues through revenue analysis and overall system evaluation. The main objectives are: rate-setting and enterprise fund management; revenue and tonnage tracking; ratepayer database management; appeals processing; tipping fee billing to waste haulers; business management, policy analysis, and performance measurement.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	472,510	5.4
FY06 CE Recommended	565,020	5.5

Commercial Recycling and Waste Reduction

This program provides for mandatory commercial sector recycling and waste reduction and the review of recycling and waste reduction plans and annual reports from all large and medium-sized businesses, as well as targeted small businesses. Through this program, technical support, assistance, outreach, and training is provided to the commercial sector in the areas of recycling, buying recycled products, and waste reduction.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	1,185,380	8.2
FY06 CE Recommended	1,241,420	8.9

Dickerson Compost Facility

This program includes all functions necessary to transport, process, compost, and market yard trim that is received by the County through either curbside collection, drop-off at the Transfer Station, or collection through the Leaf Vacuuming Program. The yard trim is processed at the facility and then sold in bulk and bags.

FY06 Recommended Changes

- ☐ *Replace one window turner, one batwing mower and one loader.*

	Expenditures	WYs
FY05 Approved	2,933,200	1.0
FY06 CE Recommended	3,101,010	1.3

Dickerson Master Plan

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental, community, and operational effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and

actions to mitigate those effects.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	187,710	1.6
FY06 CE Recommended	224,820	2.0

Gude Landfill

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, maintain site roads, and manage the landfill gas. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	220,630	0.6
FY06 CE Recommended	342,980	0.6

Mixed Paper Recycling

This program provides for the management, processing, and marketing of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	1,687,290	0.5
FY06 CE Recommended	1,703,910	0.5

Oaks Landfill

This program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This program also provides for the acceptance and treatment of waste generated by the cleanout of stormwater oil/grit separators.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	1,301,380	1.2
FY06 CE Recommended	1,960,330	1.3

Out-of-County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for disposal from the RRF to a contracted landfill facility in Brunswick County, Virginia. A dedicated disposal cell area was developed at this landfill exclusively for waste from Montgomery County. This program also provides for the shipment of nonprocessable waste, such as construction material and bypass waste, from the Transfer Station to either recycling

facilities or the contracted landfill in Brunswick County.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	11,610,980	0.6
FY06 CE Recommended	12,069,110	0.6

Recycling & Waste Reduction - Multi-Family Dwellings

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical assistance, training, and outreach in addition to the review and monitoring of waste reduction and recycling plans and reports.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	599,080	3.6
FY06 CE Recommended	591,890	3.8

Recycling - Residential

This program provides for securing, administering, and enforcing countywide contracts for residential curbside recycling collection with private haulers and responding to service needs from citizens. Staff maintain a customer service database.

FY06 Recommended Changes

- ☐ *Enhance recycling outreach, education and awareness of County services through distribution of a recycling collection calendar.*
- ☐ *Replace damaged wheeled mixed paper recycling carts and blue recycling bins and provide new recycling carts and bins for new residents.*
- ☐ *Distribute 4,000 yard trim carts to enhance yard trim recycling.*

	Expenditures	WYs
FY05 Approved	18,739,090	20.4
FY06 CE Recommended	15,758,140	18.2

Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	2,931,500	4.6
FY06 CE Recommended	2,855,290	4.2

Waste System Program Development

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	98,800	1.4
FY06 CE Recommended	130,760	1.3

Recycling Outreach & Education

This program provides for educating the general public about recycling, buying recycled products, composting, and waste reduction and encourages compliance with applicable laws. Public education is an important tool supporting solid waste program goals and ensuring the success of recycling initiatives.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	420,660	0.9
FY06 CE Recommended	302,870	0.8

Support for Recycling Volunteers

The mission of this program is to use citizen volunteers to augment available staff resources and improve participation in waste reduction, recycling, and buying recycled programs. This citizen-to-citizen peer contact is very effective in motivating residents to actively participate in recycling.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	136,140	1.1
FY06 CE Recommended	150,980	1.1

Regulation of Refuse & Recycling Collection

This program provides for the enforcement of license requirements and regulates private residential and commercial waste haulers, including those that collect and transport refuse or recyclables.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	72,280	0.8
FY06 CE Recommended	72,250	0.8

Residential Household Hazardous Waste

This program collects and disposes of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are removed from the municipal solid waste stream and processed at State and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain

household products and to reduce generation of hazardous waste.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	936,440	0.5
FY06 CE Recommended	943,770	0.5

Resource Recovery Facility

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Electricity generated by the combustion of solid waste is sold to Mirant Energy. The program also includes related costs at the Transfer Station and transportation of material between the Transfer Station and the RRF. Extensive environmental and operational monitoring is conducted, both on-site and in surrounding communities, to meet contractual obligations and all applicable regulatory standards regarding the facility.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	44,969,660	3.3
FY06 CE Recommended	44,202,530	3.3

Satellite Drop-Off Sites

This program operates satellite drop-off sites at the Damascus and Poolesville Highway Services Depots. Residents are encouraged to bring bulky materials to these sites. The sites, which operate only on weekends, provide drop-off sites for trash items as a convenience to County residents and reduce the incidence of roadside dumping. Material that is collected is then transported to the Transfer Station in Rockville.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	488,740	3.2
FY06 CE Recommended	446,350	3.0

Site 2 Landfill

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private citizens. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Division of Operations as needed.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	135,440	0.4
FY06 CE Recommended	125,860	0.4

Solid Waste Enforcement

This program consists of six related components. Staff respond to citizen complaints dealing with: storage and removal of solid waste; illegal solid waste dumping activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County. The program includes a "Clean or Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	873,920	8.9
FY06 CE Recommended	880,940	9.9

Solid Waste Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Yard waste is also received, processed, and shipped to the compost facility, mulch preserves, or other outlets. Other waste is handled or recycled including scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operate the scale-house and oversee general operations, while contractors provide for the receipt and transfer of waste and operate the public unloading facility and recycling drop-off areas.

FY06 Recommended Changes

- ☐ *Add two positions to enhance enforcement of the new requirements of Executive Regulation 18-04, which bans the disposal of recyclable materials at the County's waste acceptance facilities.*

	Expenditures	WYs
FY05 Approved	2,054,150	7.4
FY06 CE Recommended	2,239,630	8.4

Waste Detoxification

This program provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	31,370	0.1
FY06 CE Recommended	31,730	0.1

Waste Reduction

This program provides for the development of activities to reduce solid waste before it enters the waste stream. Program efforts focus on source reduction of yard trim through grasscycling and backyard composting, as well as recovering textiles and building and construction materials for reuse. This

program also encourages reducing the use of hazardous materials through outreach and public education.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	267,800	0.8
FY06 CE Recommended	257,130	0.8

Debt Service - Disposal Fund

This program contains principal and interest payments for general obligation bonds and revenue bonds used to fund the construction of solid waste facilities and other major improvements.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	4,070,780	0.0
FY06 CE Recommended	4,067,460	0.0

Administration

This program provides budget management, management analysis, human resource management, contract and procurement management support, and administrative program support.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	1,017,410	7.8
FY06 CE Recommended	1,256,250	9.6

Refuse Collection - Residential

The purpose of this program is to secure, administer, and enforce contracts with private haulers for residential refuse collection in Subdistrict A of the Solid Waste Collection and Disposal District, as well as to respond to service needs from citizens. Staff maintain the database of households served and administer the billing of that service. Staff also enforce County solid waste laws and noise ordinances pertaining to collection vehicle operators.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	5,066,930	8.7
FY06 CE Recommended	5,136,730	10.0

Vacuum Leaf Collection

The Vacuum Leaf Collection program provides two vacuum leaf collections to the residents in the downcounty during the late fall/winter months. Vacuum leaf collection is an enhanced service which complements homeowner responsibilities related to the collection of the high volume of leaves generated in this part of the County.

FY06 Recommended Changes

	Expenditures	WYs
FY05 Approved	4,455,820	52.7
FY06 CE Recommended	4,723,830	52.8

BUDGET SUMMARY

	Actual FY04	Budget FY05	Estimated FY05	Recommended FY06	% Chg Bud/Rec
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	628,667	643,050	629,810	768,150	19.5%
Employee Benefits	174,730	210,130	225,850	258,980	23.2%
Solid Waste Collection Personnel Costs	803,397	853,180	855,660	1,027,130	20.4%
Operating Expenses	4,605,945	4,469,430	4,466,020	4,420,840	-1.1%
Capital Outlay	0	26,580	26,580	0	—
Solid Waste Collection Expenditures	5,409,342	5,349,190	5,348,260	5,447,970	1.8%
PERSONNEL					
Full-Time	11	9	9	11	22.2%
Part-Time	0	0	0	0	—
Workyears	12.1	11.4	11.4	12.9	13.2%
REVENUES					
Fema /Other Reimbursement	490	0	0	0	—
Other Charges for Services/Fees	32	0	0	0	—
Collection Fees	5,623,295	5,622,690	5,640,200	5,702,990	1.4%
Investment Income	31,586	50,000	34,310	50,000	—
Solid Waste Collection Revenues	5,655,403	5,672,690	5,674,510	5,752,990	1.4%
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	4,603,792	4,860,160	4,787,860	5,192,680	6.8%
Employee Benefits	1,272,837	1,533,510	1,583,300	1,683,890	9.8%
Solid Waste Disposal Personnel Costs	5,876,629	6,393,670	6,371,160	6,876,570	7.6%
Operating Expenses	79,141,244	85,247,720	84,235,570	83,858,830	-1.6%
Debt Service G.O. Bonds	97,685	58,430	58,430	55,160	-5.6%
Debt Service Other	4,021,513	4,012,350	4,012,350	4,012,300	0.0%
Capital Outlay	1,436,259	1,735,350	1,593,330	705,000	-59.4%
Solid Waste Disposal Expenditures	90,573,330	97,447,520	96,270,840	95,507,860	-2.0%
PERSONNEL					
Full-Time	63	65	65	65	—
Part-Time	0	0	0	0	—
Workyears	77.7	83.7	83.7	86.0	2.7%
REVENUES					
Civil Penalties/Fines	7,575	0	8,550	0	—
Disposal Fees/Operating Revenue	32,692,812	32,922,620	26,477,480	34,676,380	5.3%
Systems Benefit Charge	48,449,423	44,510,920	44,493,500	47,689,970	7.1%
FEMA Reimbursement	51,462	0	0	0	—
Sale Of Recycled Materials	2,574,274	1,171,870	2,574,340	2,312,880	97.4%
Gude Methane Royalties	-5,000	0	0	0	—
Investment Income: Pooled	1,082,178	1,890,000	1,900,720	2,920,000	54.5%
Investment Income: Non-Pooled	96,745	399,000	184,070	256,850	-35.6%
Miscellaneous	1,308,330	4,341,210	8,351,960	965,130	-77.8%
License Fees	10,055	10,150	10,150	10,150	—
Solid Waste Disposal Revenues	86,267,854	85,245,770	84,000,770	88,831,360	4.2%
VACUUM LEAF COLLECTION					
EXPENDITURES					
Salaries and Wages	1,701,736	2,233,230	1,726,450	2,295,530	2.8%
Employee Benefits	399,334	716,470	583,790	789,870	10.2%
Vacuum Leaf Collection Personnel Costs	2,101,070	2,949,700	2,310,240	3,085,400	4.6%
Operating Expenses	1,567,180	1,506,120	2,041,240	1,638,430	8.8%
Capital Outlay	0	0	0	0	—
Vacuum Leaf Collection Expenditures	3,668,250	4,455,820	4,351,480	4,723,830	6.0%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	48.7	52.7	52.7	52.8	0.2%
REVENUES					
Collection Fees	4,855,078	5,649,880	5,651,190	5,986,260	6.0%

	Actual FY04	Budget FY05	Estimated FY05	Recommended FY06	% Chg Bud/Rec
Investment Income	1,327	35,000	33,000	50,000	42.9%
Vacuum Leaf Collection Revenues	4,856,405	5,684,880	5,684,190	6,036,260	6.2%
DEPARTMENT TOTALS					
Total Expenditures	99,650,922	107,252,530	105,970,580	105,679,660	-1.5%
Total Full-Time Positions	74	74	74	76	2.7%
Total Part-Time Positions	0	0	0	0	—
Total Workyears	138.5	147.8	147.8	151.7	2.6%
Total Revenues	96,779,662	96,603,340	95,359,470	100,620,610	4.2%

FY06 RECOMMENDED CHANGES CROSSWALK

	Expenditures	WYs
SOLID WASTE COLLECTION		
FY05 ORIGINAL APPROPRIATION	5,349,190	11.4
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Reallocation of Positions from the Disposal Fund	103,920	1.4
Increase Cost: FY06 Compensation	31,630	0.0
Increase Cost: Annualization of FY05 Personnel Costs	19,520	0.1
Increase Cost: FY06 Group Insurance Rate Adjustments	9,560	0.0
Increase Cost: FY06 Retirement Rate Adjustments	9,220	0.0
Increase Cost: Records Management Charge	890	0.0
Decrease Cost: Annualization of FY05 Operating Expenses	-4,610	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY05	-26,580	0.0
Decrease Cost: Motor Pool Charges	-44,770	0.0
FY06 RECOMMENDATION:	5,447,970	12.9
SOLID WASTE DISPOSAL		
FY05 ORIGINAL APPROPRIATION	97,447,520	83.7
<u>Changes (with service impacts)</u>		
Add: Recycling bins and mixed paper carts for new residents and for replacement, and 4,000 yard trim carts to conduct a yard trim collection pilot [Recycling - Residential]	408,710	0.0
Enhance: Recycling Outreach – recycling collection services calendar [Recycling - Residential]	220,370	0.0
Enhance: Transfer Station Recycling Enforcement [Solid Waste Transfer Station]	134,090	1.6
Enhance: Commercial System Benefit Charge feasibility study [Revenue Analysis & System Evaluation]	50,000	0.0
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Eight Rail Cars for Resource Recovery Facility Transportation system [Resource Recovery Facility]	784,000	0.0
Increase Cost: Replacement of Compost Facility Capital Equipment: Window Turner, Batwing Mower, and Loader [Dickerson Compost Facility]	705,000	0.0
Increase Cost: Operation and maintenance of the Oaks Sanitary Landfill leachate pre-treatment plant and replacement of a blocked leachate line [Oaks Landfill]	628,960	0.0
Increase Cost: Cost to process estimated incoming waste at the Resource Recovery Facility [Resource Recovery Facility]	601,080	0.0
Increase Cost: Recycling collection contract [Recycling - Residential]	572,270	0.0
Increase Cost: Transportation and disposal costs [Out-of-County Refuse Disposal]	456,100	0.0
Increase Cost: Annualization of FY05 Operating Expenses	320,600	0.0
Increase Cost: FY06 Compensation	165,620	0.0
Increase Cost: Gude Landfill gas flare system operation and maintenance of the gas collection field [Gude Landfill]	135,100	0.0
Increase Cost: Recycling Center contract [Recycling Center]	105,370	0.0
Increase Cost: Annualization of FY05 Lapsed Positions	79,450	0.8
Increase Cost: Annualization of FY05 Personnel Costs	75,060	0.0
Increase Cost: Dickerson Compost Facility operating contract due to personnel costs, additional incoming material, and transportation charges [Dickerson Compost Facility]	69,240	0.0
Increase Cost: FY06 Group Insurance Rate Adjustments	53,720	0.0
Increase Cost: Solid Waste Transfer Station fuel costs [Solid Waste Transfer Station]	53,450	0.0
Increase Cost: FY06 Retirement Rate Adjustments	44,800	0.0
Increase Cost: Chargeback Changes	42,780	1.3
Increase Cost: Records Management Charge	7,020	0.0

	Expenditures	WYs
Decrease Cost: Discontinue Webb property interest payment [Solid Waste Transfer Station]	-28,000	0.0
Shift: Reallocation of positions to the Collection Fund	-78,320	-1.4
Decrease Cost: Motor Pool Charges	-141,090	0.0
Decrease Cost: Resource Recovery Facility operations due to the elimination of waste bypassing, improved unit pricing, and improved electricity revenues [Resource Recovery Facility]	-1,334,170	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY05	-1,995,780	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY05: Countywide distribution of 115,000 mixed paper recycling wheeled carts [Recycling - Residential]	-4,075,090	0.0
FY06 RECOMMENDATION:	95,507,860	86.0
VACUUM LEAF COLLECTION		
FY05 ORIGINAL APPROPRIATION	4,455,820	52.7
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Charges [Vacuum Leaf Collection]	127,280	0.0
Increase Cost: FY06 Compensation [Vacuum Leaf Collection]	73,650	0.0
Increase Cost: FY06 Group Insurance Rate Adjustments [Vacuum Leaf Collection]	41,590	0.0
Increase Cost: FY06 Retirement Rate Adjustments [Vacuum Leaf Collection]	33,840	0.0
Increase Cost: Charges from Finance [Vacuum Leaf Collection]	9,340	0.0
Decrease Cost: Annualization of FY05 Personnel Costs [Vacuum Leaf Collection]	-17,690	0.1
FY06 RECOMMENDATION:	4,723,830	52.8

FUTURE FISCAL IMPACTS

Title	CE REC. FY06	FY07	FY08	(S000's) FY09	FY10	FY11
This table is intended to present significant future fiscal impacts of the department's programs.						
SOLID WASTE COLLECTION						
Expenditures						
FY06 Recommended	5,448	5,448	5,448	5,448	5,448	5,448
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	44	52	52	52	52
These figures represent the annualization of FY06 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY07 and beyond.						
Subtotal Expenditures	5,448	5,492	5,500	5,500	5,500	5,500
SOLID WASTE DISPOSAL						
Expenditures						
FY06 Recommended	95,508	95,508	95,508	95,508	95,508	95,508
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY06	0	30	30	30	30	30
New positions in the FY06 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY06	0	-1,748	-1,748	-1,748	-1,748	-1,748
Items recommended for one-time funding in FY06 will be eliminated from the base in the outyears.						
Labor Contracts	0	283	334	334	334	334
These figures represent the annualization of FY06 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY07 and beyond.						
Compost Facility Stormwater Management Repairs	0	0	120	0	120	0
Repairs to the stormwater management ponds at the Compost Facility will be necessary in FY08 and FY10.						
Equipment Replacement	0	1,294	769	3,943	878	1,694
Funds will provide for equipment replacement at the Transfer Station, Compost Facility, Recycling Center, and Resource Recovery Facility.						
Operating Budget Impact of CIP Projects	0	0	344	344	343	343
This represents the operating budget impact of the Division's CIP project to improve the Transfer Station and related facilities.						
Periodic Studies	0	389	142	0	0	0
Studies on a range of solid waste disposal and recycling topics are conducted on a multi-year cycle resulting in annual fluctuations in program costs.						
Rail System Capacity Improvements	0	700	0	0	0	0
The division will be acquiring an additional locomotive and 22 rail cars between FY04 and FY07 to improve the waste transportation system between the Transfer Station and RRF.						

Title	CE REC.			(S000's)		
	FY06	FY07	FY08	FY09	FY10	FY11
Subtotal Expenditures	95,508	96,456	95,499	98,412	95,465	96,161
VACUUM LEAF COLLECTION						
Expenditures						
FY06 Recommended	4,724	4,724	4,724	4,724	4,724	4,724
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	102	121	121	121	121
These figures represent the annualization of FY06 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY07 and beyond.						
Subtotal Expenditures	4,724	4,826	4,845	4,845	4,845	4,845

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY06-11

Assumptions:

- Refuse collection services are maintained at their current level, and the annual household collection charge is unchanged at \$66.00.
- Vacuum leaf collection services are also maintained at their current level, but the annual single family household charge increases to \$74.28 to align the budget with actual costs and maintain a prudent reserve level. In FY06, allocation of the vacuum leaf collection program costs will shift slightly from multi-family dwellings to single family dwellings to more accurately reflect collection of material.
- The County Executive recommends maintaining the disposal fee for municipal solid waste received at the Transfer Station (known as the "Tipping Fee") at \$52.00 per ton.
- Solid waste system service charges are adjusted to ensure the fiscal health of the fund (i.e., positive cash and retained earnings). The Executive recommends increasing the single-family systems benefit charges to \$196.21, as a result of increased recycling and disposal costs and increased disposal system utilization. The County government continues to be assessed the systems benefit charge (\$201,760 in FY06).
- The FY06-11 Recommended Budget and fiscal plan includes two positions to enhance enforcement of the new ban on disposal of recyclables at the County's waste acceptance facilities and a new recycling collection calendar to enhance recycling outreach, education and information distribution. The Recommended Budget also removes FY05 funding for the countywide distribution of wheeled mixed paper recycling carts which will be completed by the summer of 2005.
- Expenditures for certain programs, such as the Resource Recovery Facility, Out-of-County Haul, and Mixed Paper Recycling, are calculated based on waste generation, disposal, and recycling estimates, as well as inflation. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY06-011 PUBLIC SERVICES PROGRAM: FISCAL PLAN			SOLID WASTE COLLECTION FUND				
FISCAL PROJECTIONS	FY05 ESTIMATE	FY06 REC	FY07 PROJECTION	FY08 PROJECTION	FY09 PROJECTION	FY10 PROJECTION	FY11 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	14.32%	12.60%	12.60%	12.60%	12.60%	12.60%	12.60%
CPI (Fiscal Year)	2.8%	2.6%	2.6%	2.6%	2.5%	2.5%	2.6%
Charge per Household (Once-weekly refuse collection)	\$66.00	\$66.00	\$66.00	\$66.00	\$66.00	\$66.00	\$66.00
Households Receiving Collection Service	86,251	86,409	86,409	86,409	86,409	86,409	86,409
BEGINNING NET ASSETS	755,760	954,830	1,125,430	1,266,630	1,418,930	1,581,230	1,753,530
REVENUES							
Charges For Services	5,640,200	5,702,990	5,702,990	5,702,990	5,702,990	5,702,990	5,702,990
Miscellaneous	34,310	50,000	70,000	90,000	100,000	110,000	120,000
Subtotal Revenues	5,674,510	5,752,990	5,772,990	5,792,990	5,802,990	5,812,990	5,822,990
INTERFUND TRANSFERS (Net Non-CIP)	(127,180)	(134,420)	(140,070)	(141,060)	(141,060)	(141,060)	(141,060)
TOTAL RESOURCES	6,303,090	6,573,400	6,758,350	6,918,560	7,080,860	7,253,160	7,435,460
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(5,348,260)	(5,447,970)	(5,447,970)	(5,447,970)	(5,447,970)	(5,447,970)	(5,447,970)
Labor Contracts	0	0	(43,750)	(51,660)	(51,660)	(51,660)	(51,660)
Other Compensation Adjustments	0	0	0	0	0	0	0
Subtotal PSP Oper Budget Approp / Exp's	(5,348,260)	(5,447,970)	(5,491,720)	(5,499,630)	(5,499,630)	(5,499,630)	(5,499,630)
TOTAL USE OF RESOURCES	(5,348,260)	(5,447,970)	(5,491,720)	(5,499,630)	(5,499,630)	(5,499,630)	(5,499,630)
YEAR END NET ASSETS	954,830	1,125,430	1,266,630	1,418,930	1,581,230	1,753,530	1,935,830
END-OF-YEAR NET ASSETS AS A PERCENT OF RESOURCES	15.1%	17.1%	18.7%	20.5%	22.3%	24.2%	26.0%

Assumptions:

1. Refuse collection charges are adjusted to achieve cost recovery.

Notes:

1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending fund balance between 10% and 15% of resources at the end of the six-year planning period. The fund balance policy for the Collection Fund was completed in August 2004.

2. These projections are based on the Executive's Recommended Budget and include negotiated labor agreements, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include inflation or unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY05-11 DIVISION OF SOLID WASTE SERVICES				SOLID WASTE DISPOSAL FUND			
FISCAL PROJECTIONS	ESTIMATE FY05	RECOMMENDED FY06	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09	PROJECTED FY10	PROJECTED FY11
CHARGES/FEEES							
Single-Family Charges (\$/Household)	189.28	196.21	205.04	211.17	214.11	216.59	218.08
Multi-Family Charges (\$/Dwelling Unit)	20.56	21.24	24.47	25.27	25.39	25.87	26.97
Nonresidential Charges (average \$/2000 sq. ft.)	163.81	182.12	189.31	194.93	196.43	197.71	197.73

OPERATIONS CALCULATION

Goal is to maintain Net Change near zero

REVENUES							
Disposal Fees	26,477,480	34,676,380	34,635,860	34,597,780	34,561,040	34,529,190	34,501,360
Charges for Services/SBC	44,493,500	47,689,970	51,872,630	54,552,560	55,891,380	56,663,090	57,969,170
Miscellaneous	10,945,000	3,288,160	3,416,790	3,762,990	4,084,100	4,406,820	4,727,500
Investment Income	2,084,790	3,176,850	4,341,060	5,283,870	6,078,110	6,738,080	7,268,080
Subtotal Revenues	84,000,770	88,831,360	94,266,340	98,197,200	100,614,640	102,337,180	104,466,110
INTERFUND TRANSFERS	1,008,000	1,263,410	1,228,820	1,208,170	1,146,950	1,080,000	1,324,890
EXPENDITURES							
Personnel Costs	(6,371,160)	(6,876,570)	(7,074,960)	(7,489,340)	(7,814,640)	(8,146,540)	(8,492,720)
Operating Expenses	(88,306,350)	(87,926,290)	(89,265,300)	(91,763,120)	(92,374,790)	(94,372,730)	(96,615,420)
Capital Outlay	(1,593,330)	(705,000)	(1,293,810)	(888,860)	(663,340)	(998,070)	(1,694,010)
Subtotal Expenditures	(96,270,840)	(95,507,860)	(97,634,070)	(100,141,310)	(100,852,780)	(103,517,340)	(106,802,150)
CURRENT RECEIPTS TO CIP	(4,721,000)	(5,516,000)	(1,786,000)	-	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,259,150	1,910,710	1,517,220	1,558,210	1,598,800	1,638,910	1,680,080
CY ACCRUED CLOSURE COSTS	(29,550)	(460,670)	(48,780)	(40,990)	(40,590)	(40,110)	(41,170)
NET CHANGE	(14,753,470)	(9,479,050)	(2,456,470)	781,290	2,467,020	1,498,640	627,760

CASH POSITION

Goal is to maintain Cash and Investments Over/(Under) Reserve Requirements at greater than zero

ENDING CASH & INVESTMENTS							
Unrestricted Cash	33,138,970	23,911,600	19,513,170	17,731,310	17,066,150	15,359,380	12,997,310
Restricted Cash	35,034,780	33,515,000	34,293,000	35,664,520	37,492,460	39,438,610	41,161,690
Subtotal Cash & Investments	68,173,750	57,426,600	53,806,170	53,395,830	54,558,610	54,797,990	54,159,000
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(22,860,100)	(23,405,410)	(24,031,080)	(24,211,510)	(24,877,090)	(25,697,850)	(26,288,900)
Debt Service Reserve	(3,126,210)	(3,110,470)	(3,110,470)	(3,110,470)	(3,110,470)	(3,110,470)	(3,110,470)
Future System Contingency Reserve	(1,891,840)	(1,000,000)	(1,000,000)	(1,729,500)	(2,459,000)	(3,188,500)	(3,918,000)
Research & Development Reserve	(2,072,000)	(2,383,240)	(2,700,800)	(3,023,940)	(3,352,630)	(3,686,570)	(4,025,730)
Renewal & Replacement Reserve	(2,335,640)	(2,615,880)	(2,450,640)	(2,589,100)	(2,693,270)	(2,755,220)	(2,818,590)
Stability Reserve	(2,749,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Subtotal Reserve Requirements	(35,034,780)	(33,515,000)	(34,293,000)	(35,664,520)	(37,492,460)	(39,438,610)	(41,161,690)
Closure/Postclosure Liability	(21,228,930)	(19,778,890)	(18,310,450)	(16,793,230)	(15,235,020)	(13,636,210)	(11,997,310)
Subtotal Reserve & Liability Requirements	(56,263,710)	(53,293,890)	(52,603,450)	(52,457,740)	(52,727,480)	(53,074,820)	(53,159,000)
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	11,910,040	4,132,710	1,202,720	938,090	1,831,140	1,723,170	1,000,000

RETAINED EARNINGS

Goal is to maintain Retained Earnings at greater than reserve requirements

ENDING RETAINED EARNINGS	52,404,530	49,675,500	51,212,080	53,744,960	57,839,210	61,626,950	65,261,550
Less: Reserve Requirements	(35,034,780)	(33,515,000)	(34,293,000)	(35,664,520)	(37,492,460)	(39,438,610)	(41,161,690)
RETAINED EARNINGS OVER/(UNDER) RESERVE REQUIREMENTS	17,369,750	16,160,490	16,919,080	18,080,440	20,346,750	22,188,340	24,099,860

FY06-11 PUBLIC SERVICES PROGRAM: FISCAL PLAN
VACUUM LEAF COLLECTION FUND

FISCAL PROJECTIONS	FY05 ESTIMATE	FY06 REC	FY07 PROJECTION	FY08 PROJECTION	FY09 PROJECTION	FY10 PROJECTION	FY11 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	14.32%	12.60%	12.60%	12.60%	12.60%	12.60%	12.60%
CPI (Fiscal Year)	2.8%	2.6%	2.6%	2.6%	2.5%	2.5%	2.6%
Charge per single-family household	\$67.78	\$74.28	\$75.15	\$75.39	\$75.38	\$75.38	\$75.38
Charge per multi-family unit	\$7.08	\$2.72	\$2.75	\$2.76	\$2.76	\$2.76	\$2.76
Single-family households in leaf collection district	78,973	79,118	79,118	79,118	79,118	79,118	79,118
Multi-family units in leaf collection district	40,102	40,176	40,176	40,176	40,176	40,176	40,176
BEGINNING CASH BALANCE	227,260	365,720	451,140	510,600	588,590	675,780	772,970
REVENUES							
Charges For Services	5,651,190	5,986,260	6,056,200	6,075,590	6,074,790	6,074,790	6,074,790
Miscellaneous	33,000	50,000	70,000	90,000	100,000	110,000	120,000
Subtotal Revenues	5,684,190	6,036,260	6,126,200	6,165,590	6,174,790	6,184,790	6,194,790
INTERFUND TRANSFERS (Net Non-CIP)	(1,194,250)	(1,227,010)	(1,240,700)	(1,243,040)	(1,243,040)	(1,243,040)	(1,243,040)
TOTAL RESOURCES	4,717,200	5,174,970	5,336,640	5,433,150	5,520,340	5,617,530	5,724,720
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(4,351,480)	(4,723,830)	(4,723,830)	(4,723,830)	(4,723,830)	(4,723,830)	(4,723,830)
Labor Contracts	n/a	0	(102,210)	(120,730)	(120,730)	(120,730)	(120,730)
Other Compensation Adjustments	n/a	0	0	0	0	0	0
Subtotal PSP Oper Budget Approp / Exp's	(4,351,480)	(4,723,830)	(4,826,040)	(4,844,560)	(4,844,560)	(4,844,560)	(4,844,560)
TOTAL USE OF RESOURCES	(4,351,480)	(4,723,830)	(4,826,040)	(4,844,560)	(4,844,560)	(4,844,560)	(4,844,560)
YEAR END CASH BALANCE	365,720	451,140	510,600	588,590	675,780	772,970	880,160
END-OF-YEAR CASH BALANCE AS A PERCENT OF RESOURCES	7.8%	8.7%	9.6%	10.8%	12.2%	13.8%	15.4%

Assumptions:

1. Prior to FY04, the Vacuum Leaf Collection program was accounted for within the Solid Waste Disposal Sub-Fund. Beginning in FY04, this program's operations are accounted for within a separate sub-fund of the Solid Waste Enterprise Fund.
2. Leaf vacuuming charges are adjusted to achieve cost recovery. The FY05 Approved Budget assumed 95% of the material collected to be attributable to single-family homes; 5% to multi-family homes. Based on new, more accurate data, the Department now estimates that 98.2% of the material collected is attributable to single-family homes; therefore, 98.2% of the program's FY06 costs will be recovered through the single-family rate while the remaining 1.8% will be recovered through the multi-family rate.

Notes:

1. The rates have been set to establish a fund balance of at least \$250,000 at the end of FY06, consistent with the fund balance policy developed in August 2004. In future years, rates will be adjusted annually to fund the approved service program and maintain the appropriate ending funding balance.
2. It is the Executive's intent to undertake a reconciliation of prior years' records to ensure that the costs of this program are properly allocated to this fund.
3. These projections are based on the Executive's Recommended Budget and include negotiated labor agreements, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include inflation or unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY06 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.
2. **Classification of Service Charges** - There are five basic categories of service charges:

Base Systems Benefit Charge - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

Incremental Systems Benefit Charge - Paid by entities based on sector-specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

Disposal Charges - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the "Tipping Fee" for accepting municipal solid waste for disposal.

Leaf Vacuuming Charge - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

Refuse Collection Charge - Paid by homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
Unincorporated Single-Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single-Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Commercial	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Commercial	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY06 RECOMMENDED SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING									
	Base Charge (\$/ton)	Billing Rate (tons/ household)	Disposal Charge	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Refuse Collection Charge	Leaf Vacuuming Charge	Total Bill	
SUBDISTRICT A (Refuse Collection District)*									
Inside Leaf Vacuuming District	\$52.00	0.99968	\$51.98	\$51.86	\$92.37	\$66.00	\$74.28	\$336.49	
Outside Leaf Vacuuming District	\$52.00	0.99968	\$51.98	\$51.86	\$92.37	\$66.00		\$262.21	
Incorporated				\$51.86				\$51.86	
SUBDISTRICT B SINGLE-FAMILY**									
Incorporated				\$51.86				\$51.86	
Inside Leaf Vacuuming District									
Unincorporated	\$52.00	0.99968	\$51.98	\$51.86	\$92.37		\$74.28	\$270.49	
Outside Leaf Vacuuming District									
Unincorporated	\$52.00	0.99968	\$51.98	\$51.86	\$92.37			\$196.21	
MULTI-FAMILY RESIDENTIAL**									
Incorporated				\$14.81	\$6.43			\$21.24	
Unincorporated									
Outside Leaf Vacuuming District				\$14.81	\$6.43			\$21.24	
Inside Leaf Vacuuming District				\$14.81	\$6.43		\$2.72	\$23.96	
NONRESIDENTIAL - \$/2,000 SQ. FT. ***									
Waste Generation Categories									
Low				89.07	5.13			\$94.20	
Medium Low				267.20	15.38			\$282.58	
Medium				445.33	25.63			\$470.96	
Medium High				623.46	35.88			\$659.34	
High				801.59	46.13			\$847.72	
OTHER RECOMMENDED FY 06 SOLID WASTE FEES									
Base Solid Waste Charge: (This is known as the "Tipping Fee")	\$52.00 /disposal ton								
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity:	\$0.00 /disposal ton	Recyclable Materials Acceptance Fees: Paper and Commingled Containers \$0.00 /ton Yard Trim \$36.00 /ton							
Waste delivered in open-top roll-off box	\$60.00 /disposal ton	Miscellaneous:				Compost Bins	\$0.00 each		

** With respect to Base and Incremental System Benefit Charges, this category includes dwellings in buildings of six or fewer households.

*** The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

PUBLIC WORKS AND TRANSPORTATION

Solid Waste Services

PROGRAM: Resource Recovery Facility	PROGRAM ELEMENT:
---	-------------------------

PROGRAM MISSION:
To reduce the amount of material that must be disposed by landfilling, maximize the recycling of ferrous materials^a remaining in the waste after other ferrous reduction and recycling efforts, and recover the useful energy content of this renewable energy resource in an environmentally sound and cost-effective manner, while minimizing truck traffic associated with waste hauling

COMMUNITY OUTCOMES SUPPORTED:

- Provide high-value services
- Protect and enhance the environment
- Improve the quality of life for citizens

PROGRAM MEASURES	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY06 CE REC
Outcomes/Results:					
Percentage reduction in processable waste ^b landfilled ^c	70.5	71.2	70.3	70.5	70.5
Value of electricity sold (\$000)	12,578	14,152	15,215	12,923	14,823
Truck trips removed from County roads due to rail link	25,709	27,809	28,449	28,178	28,667
Service Quality:					
Processable waste bypassed and disposed elsewhere (tons ^d)	0	0	6,405	0	0
Percentage of operating time the Resource Recovery Facility (RRF) is in compliance with permits ^e	100	100	100	100	100
Efficiency:					
Average net operating cost per ton (\$)	23.82	21.09	21.78	25.19	23.40
Average net debt service cost per ton (\$) ^f	51.09	45.30	42.36	42.66	42.16
Net energy recovery rate (kilowatt hours sold per ton processed)	579	593	605	575	575
Net operating cost per kilowatt hour produced (\$)	0.11	0.11	0.11	0.12	0.11
Workload/Outputs:					
Waste processed at the Resource Recovery Facility (tons ^g)	578,450	625,710	640,101	634,000	645,000
Ferrous materials recovered or recycled at the RRF (tons)	16,447	19,649	19,627	17,752	18,060
Electricity generated (megawatt hours)	391,853	368,987	387,141	373,426	370,875
Inputs:					
Total contract cost to County (\$000) ^h	43,334	41,544	41,058	43,017	42,284
Workyears (County employees)	2.1	3.0	2.9	2.9	3.3

Notes:

^aFerrous materials are substances that contain iron.

^b"Processable waste" consists of all types of solid waste except construction and demolition debris - concrete, rock, rebar, etc.

^cPercentage reduction in *weight*. The reduction in the use of landfill *volume* is 10 -15% greater (e.g. 80 to 95%) due to the high density of ash.

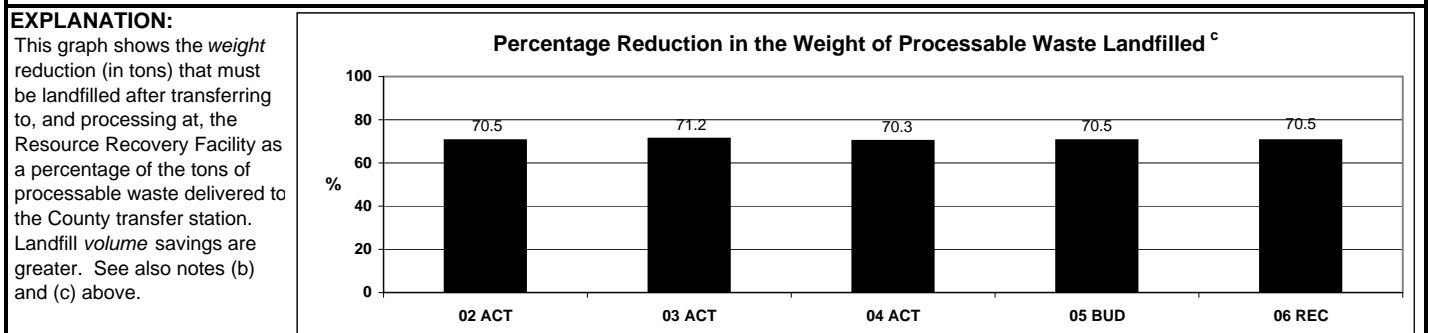
^dIf processable waste received cannot be handled by the Resource Recovery Facility (e.g. because of capacity limitation), it can be disposed of out-of-County through an existing long-term contract. 6,405 tons were bypassed in FY04 as a pilot test to assure logistics, not due to capacity limitation.

^eThe facility was not in compliance due to air emissions for three hours during FY02.

^fCounty contract costs covering net debt service of the Resource Recovery Facility and transfer station improvements (built and operated by the Northeast Maryland Waste Disposal Authority). Debt service ends 4/1/16. Does not include nonfinanced capital (\$2.191 million in FY04, \$862,000 in FY05), non-contract operating costs (\$772,000 in FY05, mostly for risk management), or the cost of the County workyears shown (\$275,134 in FY05).

^gTons actually processed (this differs from weight loaded on rail from the transfer station). Does not include non-processable tonnage (124,049 tons in FY04).

^hTotal County contract costs for the program. Includes transfer station operation for disposal waste and rail link as well as Resource Recovery Facility operation and insurance. Does not include residue disposal (about \$10.80 per input ton), risk management costs, non-debt financed capital outlay, \$784,000 in FY06 for eight rail cars, chargebacks to the Department of Environmental Protection for laboratory services (\$43,603 in FY05 for 0.37 workyears and lab costs), and certain other administrative and indirect County costs (see footnote f, above).



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Montgomery County Department of Environmental Protection, Northeast Maryland Waste Disposal Authority, Covanta Energy, CSX.

MAJOR RELATED PLANS AND GUIDELINES: Bond Indenture, Solid Waste Management Plan, Waste Disposal Agreement, Service Agreement, Electricity Sales Agreement, Rail Transportation Agreement.

PUBLIC WORKS AND TRANSPORTATION

Solid Waste Services

PROGRAM: Commercial Recycling	PROGRAM ELEMENT:				
PROGRAM MISSION: To provide comprehensive technical support, assistance, outreach, and training to all businesses in the County and to monitor businesses for compliance with proposed Executive Regulations 15-04 and 18-04 in order to improve the environment by diverting waste from disposal through recycling, waste reduction, reuse, and "buying recycled" opportunities					
COMMUNITY OUTCOMES SUPPORTED: • Improved environment • Enhanced quality of life • Healthy children and adults • High quality services meeting or exceeding the expectations of County businesses					
PROGRAM MEASURES	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 BUDGET	FY06 CE REC
Outcomes/Results:					
Number of businesses discovered not recycling during initial site visit by Program Specialist	NA	493	210	560	560
Number of businesses recycling in compliance with Executive Regulation109-92AM and proposed Executive Regulation 15-04 after initial site visit (or, if necessary, after issuance of first Notice of Violation) ^a	NA	8,807	10,813	9,944	9,944
Percentage of businesses recycling after initial site visit/first Notice of Violation	NA	94.7	98.1	88.5	88.5
Service Quality:					
Percentage of businesses complying with annual report requirements ^b	95.9	100.0	100.0	100.0	100.0
Percentage of businesses served during the fiscal year ^c	24.1	27.1	32.0	32.7	32.7
Percentage of survey respondents rating site visit as excellent or good	NA	NA	96	>90	>90
Efficiency:					
Average cost per business served (\$)	112	102	84	106	110
Businesses visited per workyear	1,353	1,431	1,696	1,370	1,262
Workload/Outputs:					
Number of businesses visited by program specialists/recycling investigators ^j	8,256	9,300	11,023	11,232	11,232
Total audience reached ^d	19,777	26,442	25,157	65,232	33,876
Total number of services provided ^e	21,805	12,996	28,040	25,560	27,950
Number of businesses filing initial recycling and waste reduction plans ^f	NA	NA	3	6,000	500
Number of Annual Reports received covering previous calendar year ^g	327	458	593	650	650
Number of educational events held or participated in ^h	45	77	97	80	80
Inputs:					
Expenditures (\$000)	926	948	926	1,185	1,241
Workyears ⁱ	6.1	6.5	6.5	8.2	8.9
Notes: ^a Businesses that are judged not in compliance with Executive Regulation 109-92AM and proposed Executive Regulations 15-04 and 18-04 during the initial site visit by the Program Specialist are given 30 days to set up a recycling program. Upon a second visit, businesses that remain out of compliance are issued a written warning (Notice of Violation) and a certain period (usually 14 days) to remedy the situation. These businesses are re-inspected after the specified period to determine if they have come into compliance. This measure includes all businesses found to be in compliance during the initial site visit or that come into compliance within the period provided by the Notice of Violation. ^b Based on the estimated number of medium and large-sized businesses (according to the Dun and Bradstreet business database) which are required to file annual recycling and waste reduction reports. ^c Based on the estimated number of businesses operating in the County, according to the Dun and Bradstreet business database (FY02 and FY03 = 34,311; FY04 - FY06 = 34,453). ^d Total businesses and individuals reached via special events, mailings, on-site visits, and telephone calls. ^e Services provided to a business include materials distributed such as brochures, labels for recycling containers, posters, recycling starter kits, etc. ^f Businesses are required to file a one-time business recycling and waste reduction plan when they start operations. Plans are being requested from all businesses during FY05 as a result of proposed Executive Regulation 15-04. In FY06 and beyond, new businesses will be required to submit plans within 30 days of operation in the County. ^g Property management companies/owners file reports that cover multiple businesses in a single report. For example, in FY04 approximately 650 businesses were covered in 593 reports. ^h Includes seminars, training sessions, and outreach events conducted by various organizations and communities where program staff provided technical assistance and information on recycling, waste reduction, and "buying recycled." ⁱ Workyears are budgeted, not actual. ^j As of FY05, includes businesses visited by Investigators or by Program Specialists. An estimated 1,232 additional site visits will be conducted by the Investigator positions in FY06 pursuant to proposed Executive Regulation 15-04. This estimate is based on the average number of complaints received per year and the expectation that 10% of businesses visited by Program Specialists will not be in compliance.					
EXPLANATION: This program provides on-site technical and educational services to the County's more than 30,000 businesses. Although the County does not provide recycling collection services for the non-residential sector, the County requires, through Executive Regulation 115-04, that businesses recycle certain materials. Program Specialists spend at least 80% of their daily activities visiting businesses and meeting with managers, property management companies, and employees to help establish - or provide recommendations for improving - recycling and waste reduction programs. When the program is fully staffed with five specialists, it is expected that 10,000 sites can be visited in a year. The previous recycling regulation, Executive Regulation 109-92AM, served the County well for ten years but was superseded by ER 14-04, adopted February 8, 2005. The new regulation removes a number of ambiguities that businesses had used to avoid implementing recycling programs.					
PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Business owners, managers and employees; property owners; property management companies; collection contractors; recycling markets; condominium property boards; tenant associations; custodial contractors; trade organizations; Chambers of Commerce.					
MAJOR RELATED PLANS AND GUIDELINES: Executive Regulation 109-92AM, Proposed Executive Regulations 15-04 and 18-04, Montgomery County Code Chapters 48 and 56, 10-Year Comprehensive Solid Waste Management Plan, Montgomery County Policy on Waste Reduction.					